COMMANDERS DIGEST

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"It is my fervent hope that the year ahead will see further far-ranging gains in our efforts to achieve and maintain a lasting peace."— Secretary of Defense Melvin R. Laird, Dec. 28, 1970, press conference.

1970 In Retrospect

—War To Peace Transition
—Defense Budget
—The Nixon Doctrine
—The Draft
—Human Goals
—Humanitarian Efforts
—Prisoners Of War
—Blue Ribbon Panel . . .

Secretary of Defense Melvin R. Laird held a year-end press conference at the Pentagon Dec. 28 to review Department of Defense accomplishments during 1970, summarize some of the major high points of the past year's activity, and indicate where DoD is headed in the year ahead.

Secretary Laird noted, "I would want to repeat what I said upon assuming my duties as Secretary of Defense (Jan. 21, 1969): That my success or failure in this assignment will be judged on the Department's ability to contribute significantly to President Nixon's goal of a generation of peace."

As for the past and present, Secretary Laird observed:

"As I see it, the general direction of the Administration during the past year has been to move the country away from war and toward peace, away from a wartime economy and toward a peacetime economy, away from lopsided national priorities and toward a major reordering of those priorities, away from arms competition and toward arms limitation. There was a clear-cut need to move in those directions when we assumed office. In my view, we have made genuine progress during the past two years in moving toward these goals."

In War To Peace Transition:

—While we remain hopeful that the other side will begin meaningful negotiations in Paris, we have moved steadily forward with Vietnamization.

—In the past year, U.S. activities and casualties in South Vietnam declined significantly.

- Year-end strength in Vietnam less than 340,000; lowest point in over four years.
- Attack sortie levels in SEA (Southeast Asia) down about 48 per cent in 1970, compared to 1968 levels. In 1969 they were down 19 per cent from 1968; in 1970 they were down 36 per cent from 1969.

—Combat deaths declined to lowest level in five years.

—We will meet or beat the President's announced ceiling of 284,000 as of May 1, 1971, a cut of almost half in the authorized strength of January 1969.

—In summary, the level of activity of U.S. involvement in Southeast Asia, instead of going up and up, is going down and down.

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Department of Defense: Past, Present And Future

(Continued From Page One)

In Our Defense Budget:

1970 has been a transition year. The Fiscal Year Budget is the lowest per cent of GNP and total Federal budget in 20 years.

—The FY 1971 Budget is more than $18 billion below FY '68 Budget in constant FY 1971 dollars.

—The incremental cost of Southeast Asia, in constant dollars is about half of that for FY 1968.

—Between FY '68 and FY '71, other Federal outlays increased more than Defense outlays have been reduced.

—The so-called "peace dividend" has been provided by the Defense budget reductions while we are winding down war.

UNDER THE NIXON DOCTRINE, we have announced plans to withdraw and reduce authorized strength in Asia by approximately 325,000 (12,000 in Japan; 5,000 in Okinawa; 16,000 in Thailand; 20,000 in Korea; 6,000 in Philippines; 265,500 in Vietnam. Note: Some Marines moved from South Vietnam to Okinawa and Japan):

—These orderly U. S. manpower reductions are one element of Nixon Doctrine (rely more on allies' own manpower).

• Vietnamese forces gained in capability, equipment, and strength in 1970.

• Cambodian forces growth from 40,000 to 150,000; need supplies and training, not U. S. manpower.

—Success in Nixon Doctrine depends greatly on increased assistance to friends and allies; the recent approval of $1 billion in supplemental military assistance is strong step in this direction.

—This substitution of American assistance for American manpower is an essential ingredient in the Nixon Doctrine formula for lasting peace through partnership, strength and a willingness to negotiate.

IN NATO, I am encouraged by the new spirit and the new awareness of the four realities (strategic, fiscal, manpower, political).

—The recently-approved AD-70 study points to need for improvements in conventional deterrence.

—European's own decisions to improve burden sharing (additional $1 billion expenditures over next five years).

—U. S. commitment to maintain and improve U. S. force capabilities in Europe.

—In working with our allies, we can keep pace to achieve and maintain conventional, tactical and strategic nuclear deterrent required for peace and freedom in NATO and rest of world.

THE DRAFT—RECRUIT RECEIVES UNIFORM FITTING

WITH RESPECT TO THE DRAFT, a major achievement in past year was Congressional approval for long-needed draft reform (random selection).

—Other reforms (e.g., eliminate college deferments) remain to be accomplished in 1971.

—Our goal is Zero Draft by July 1, 1973, coupled with extension of draft authority, to be used only if essential.

—Draft calls have come down:

1966	383,000
1969	290,000
1970	163,500

—We are making good progress in moving towards Zero Draft, but we must extend draft authority beyond July 1971 and must keep the standby authority for possible future requirements.

DEPARTMENT OF DEFENSE

HUMAN GOALS

Our nation was founded on the principle that the individual has infinite dignity and worth. The Department of Defense, which exists to keep the nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for the serviceman and civilian employee as a person, recognizing his individual needs, aspirations, and capabilities.

The defense of the nation requires a well-trained force, military and civilian, regular and reserve. To provide such a force we must increase the attractiveness of a career in Defense so that the serviceman and the civilian employee will feel the highest pride in himself and his work, in the uniform and the military profession.

THE ATTAINMENT OF THESE GOALS REQUIRES THAT WE STRIVE ...

To attract to the defense service people with ability, dedication, and capacity for growth;

To provide opportunity for every one, military and civilian, to rise to as high a level of responsibility as his talent and diligence will take him;

To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race or creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity;

To help each serviceman at the end of his service in his adjustment to civilian life; and

To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission.

MEDICAL ASSISTANCE

DOMESTIC ACTION AT WORK

I BELIEVE OUR PROGRAM for Human Goals is essential to achieve Zero Draft.

—New order of professionalism and dignity for Military Service.

—Moved to remedy our shortcomings (e.g., in the area of equal opportunity, military service life, housing, education, service initiatives.

—We are making progress; much remains to be done, and we will need help of entire American public—as for example in ROTC program to assure strong civilian-schooled people.

WE HAVE CONTRIBUTED to Humanitarian Efforts both overseas and internally this past year.

—Nigeria (recovery from civil war);
- Peru (earthquake assistance);
- Jordan (medical & relief supplies);
- Pakistan (flood relief);
- Costa Rica (medical & relief supplies).

—Domestic Action Council (volunteer activities and programs).

—MAST (Military Assistance for Safety in Traffic).

—Jobs for Veterans (plus projects Volunteer and Transition).

(Continued On Page Four)

DoD – Past, Present And Future

(Continued From Page Three)

WITH REGARD to Prisoners of War, PWs, we have taken new initiatives to bring this issue before public at home and abroad.

—The President has proposed exchange of all prisoners.

—The Search and Rescue mission in North Vietnam demonstrated our determination that these men will not be abandoned.

—The U. S. has made efforts that have had only limited success because of the other side's intransigence and failure to abide by Geneva Convention. We will maintain our efforts.

Statements Concerning Prisoners Of War

The following statements were made by Department of Defense officials Dec. 22 after reports were released by Hanoi concerning American prisoners of war:

SECRETARY OF DEFENSE MELVIN R. LAIRD

"We have checked and have determined that there are no new names on the list of United States prisoners of war made public today.

"All of the names listed have been reported previously through unofficial channels.

"We will continue our efforts in Paris and elsewhere to gain adherence by the other side to provisions of the Geneva Convention for all our prisoners of war, held in North Vietnam, South Vietnam and Laos.

"The early release of all prisoners of war on both sides, as proposed by President Nixon, remains our goal."

DEPUTY ASSISTANT SECRETARY OF DEFENSE (PUBLIC AFFAIRS) BRIGADIER GENERAL DANIEL JAMES

"We are grateful that the efforts initiated by Secretary Laird to call worldwide public attention to the plight of our prisoners of war and missing in action and their families has brought some helpful response such as an increased flow of mail. Obviously, we are pleased also that the other side has made available some additional information about our men, but we cannot be satisfied and will not be satisfied until Hanoi abides by the provisions of the Geneva Convention and permits impartial inspection of all prisoner camps, an unimpeded flow of mail in accordance with the provision of the Convention, the release of sick and wounded, and an official list of all prisoners held.

"Finally, I would want to remind you that President Nixon in an unprecedented offer has proposed the immediate exchange of all prisoners of war held by both sides."

WITH REGARD to Chemical Warfare and Biological Research, the President announced our major new policy.

—U. S. renounced any use of biological and toxin weapons and first use of lethal and incapacitating chemical weapons.

—We will maintain adequate deterrent stocks of chemical weapons.

—Plans have been approved for the safe destruction of biological, toxin, and some old chemical stockpiles (Press coverage provided for).

—Submitted Geneva protocol of 1924 to the Senate for ratification.

—We are making progress but need not remind you this is a difficult area, and safety is our main concern.

WE HAVE MODIFIED Procurement Policy:

—Revamped major systems procurement; emphasis on "Fly before you buy."

—Signed contracts with milestones and prototypes (e.g., A-X, B-1, F-15) under new approach.

—Trying to decentralize actions in procurement—give more responsibility to program managers and hold them accountable.

—We will continue to work with Congress, GAO, OMB to improve our procurement practices.

—Moving away from many of the glaring deficiencies in the past (e.g., total package procurement), but recognize that there will never be a complete or perfect solution in this area.

THE BLUE RIBBON Defense Panel provided us a comprehensive report on Defense management in June:

—Established Blue Ribbon Action Committee and are implementing some of Panel's recommendations.

—Major intelligence reorganization announced last Wednesday.

—Will continue to take actions as appropriate.

—Panel has provided sharp insight into our problems; we are trying to put their (and other) work to good use and make appropriate changes.

FINALLY, to help Restore Credibility for the Department of Defense, we have made changes in our Information Policy.

—Making available continuing information to public; they have right to know (Daily briefings in PA).

- The threats to peace, from Soviet strategic weapons to NVN force levels in SVN/Cambodia.
- The actions we take, from planned weapons systems to operations (Laos, Son Tay, Cambodia).
- Other important information/policies (PW, Defense impact on economy).

—As you here know, my policy is to meet with you frequently and on the record and cover both progress and problems. We intend to continue this policy.

Summary

I have covered above areas to review some of steps we have taken and programs we are following. We continue to face problems, both immediate and long term.

—The Defense Budget

- Timing (six months passed without appropriation for second year in row; reductions impact).
- Content (Balance reductions with need for strength now and in future).
- Emphasis (Soaring personnel costs; over 50 per cent of budget).

—The World Situation

- SALT (no quick agreement, will continue efforts).
- Southeast Asia (continue dual path negotiations/Vietnamization; PWs).
- Middle East (negotiations; military balance).
- Other Regional Problems (Europe; Cuba; Korea).

—Other Areas, for example:

- Draft and All-Volunteer Force.
- Drug Abuse.
- Strengthening Reserves.

I want to make the point that it is my view that the actions which the Department has taken, including the initiaion of the Safeguard ABM System, as a replacement for the previously-approved Sentinel System, have contributed in great measure to the possibility for success in the Strategic Arms Limitation Talks—another initiative of the Nixon Administration in our efforts to move from an era of confrontation to an era of meaningful negotiations.

While it is popular at this time of year to summarize past accomplishments, I may be a little unusual in that as I sit with family, friends and associates during these closing days of the year, I find myself looking not so much backwards as to the future.

My thoughts and those of the civilian and military personnel of the Department of Defense are really focused beyond next year, even beyond the end of our involvement in Vietnam.

It is really the future that is important—a future built on current beginnings.

I Look Forward To—

1. Effective efforts that will achieve a future volunteer armed force under conditions of good pay, good benefits, good housing, good morale, and good public respect. I am confident that our efforts in this regard will mean that we will have a lower draft call next year than we had this year as we continue to progress to our goal of zero draft.

2. Evolution of new attempts to mutual defense by other nations. I think particularly of Greece and Turkey which I visited last summer and, in the Pacific, of Indonesia and Japan. I hope to pay particular attention in coming months to cooperation with Japan and I have every intention of accepting the invitation of the Defense Minister to visit Japan if at all possible next year.

3. Ultimate solution of the racial problems of our society and our armed forces. This solution is coming and if we keep at it we will achieve equal opportunity and respect and go on to greater levels of accomplishments. The armed forces will lead the way toward these human goals.

4. Application of more military resources to do double duty in peacetime as we assist in meeting the needs of civilian society in the areas of health, safety, communication, education and environmental protection.

5. Leadership from the Department of Defense and defense industry in revitalizing U. S. basic research and science in a manner that will assure a continued technological excellence and a continuation in our universities and laboratories of necessary and evolutionary basic science.

6. Formulation and presentation to Congress and the American people in the coming year of a new Defense strategy of **Realistic Deterrence** which will address the nation's long-term national security requirements in the light of strategic, fiscal, manpower, and political realities we will face in the coming years.

Finally, I look forward to a national unity and cooperation—a time when a national **"environment of excellence"** exists in which the men and women of all ages, races, religions and national origins in our armed forces contribute even more to the quality of American life.

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THIS PUBLICATION CONTAINS OFFICIAL INFORMATION, NEWS AND POLICY, DIRECT FROM WASHINGTON AUTHORIZED SOURCES.

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Services Cooperate

Dr. Hayes Reviews DoD Support Of Environmental Policy Act

The Defense Department has responded vigorously to provisions of the National Environmental Policy Act of 1969, although actions in the environmental quality area have been progressing for a number of years, according to the Principal Deputy Assistant Secretary of Defense for Health and Environment.

Army Brigadier General (Dr.) George J. Hayes recently testified before the House Subcommittee on Fisheries and Wildlife Conservation. The General covered organizational changes within the Defense Department and the Military Departments.

Responding to the requirements of Section 102 (2) (C) and Section 103 of Public Law 91-190—the Environmental Policy Act—the Defense Department issued directives to initiate its new policy.

Following are excerpts from Brig. Gen. Hayes' testimony on the DoD and Military Departments environmental organization structure:

DR. HAYES

On June 23, 1970, the Secretary of Defense established the Office of Assistant Secretary of Defense (Health and Environment) and outlined its responsibilities and functions in Department of Defense Directive 5136.1. This directive assigned the ASD(H&E) with the responsibility of principal adviser and coordinator for the Secretary of Defense for environmental quality matters.

Functionally, the ASD(H&E) was charged with consulting with responsible officials in other Federal agencies at the earliest feasible stage in the planning of new activities to ensure that, insofar as practical, the latest antipollution techniques and methods are used in the protection and enhancement of the environment.

The reorganization included a Deputy Assistant Secretary of Defense for Environmental Quality. He has two military Staff Assistants. One of the Staff Assistants also serves as the Chairman of the Department of Defense Environmental Pollution Control Committee, which was established under DoD Directive 5100.50, "Protection and Enhancement of Environmental Quality."

The Military Departments also have initiated organization plans to increase responsiveness to environmental requirements.

AIR FORCE

The Air Force Chief of Staff designated the Directorate of Civil Engineering as the office of primary responsibility for all pollution matters regardless of source of funds or program authority. At the same time, the Deputy Director of Civil Engineering was designated the Air Staff coordinator for pollution abatement. Subsequently, a support staff was assigned to assist him in carrying out these responsibilities.

As the scope of the Air Force's task became better defined, the need for a unique organization became evident. It was believed that additional personnel were needed, but more important, the organization needed technical expertise from several disciplines. With this interdisciplinary approach, in August 1970, the Director of Civil Engineering (Deputy Chief of Staff, Programs and Resources, Headquarters, USAF) activated the Environmental Protection Group reporting directly to the Deputy Director.

The Air Force Environmental Protection Group was given the responsibility of developing an environmental protection program based on total resources management. The objective was to integrate research and fundamental sciences with engineering and planning to provide comprehensive coordination of theoretical and practical know-how. The Air Staff Environmental Protection Group presently consists of six staff members, each of whom possesses a graduate degree in environmental related areas.

NAVY

The Department of the Navy has established an Environmental Protection Division directly under the Deputy Chief of Naval Operations (Logistics). At present, it is authorized four environmental engineering and management personnel. Their mission is to direct and coordinate the implementation of the Environmental Protection Program for the Chief of Naval Operations/Deputy Chief of Naval Operations (Logistics).

The division functions as the centralized authority within the Department of the Navy on the plans, programs, and other actions of and by the Navy to meet the national goals of protection and enhancement of environmental quality. The Director of the division acts as the principal adviser to the Deputy Chief of Naval Operations (Logistics) on all environmental protection matters. He is also the primary Navy representative on

environmental protection actions with other governmental agencies and civil organizations.

ARMY

The Department of the Army has established its major focal point on environmental quality matters within the Office of the Deputy Chief of Staff for Logistics. This office has been assigned the primary Army Staff responsibility for coordinating environmental preservation and improvement activities within the Army. Three people are now functioning in this coordinating office.

The Deputy Chief of Staff for Logistics is now considering the formation of a separate coordination office to be designated the Environmental Pollution Control Office. Staffing for this office would consist of six professional engineering and management personnel.

Each of the focal point groups in the Military Departments are using all available resources within their respective departments to address environmental issues.

Specialty fields include environmental engineering, agronomy, entomology, physical science, oceanography, ocean engineering, urban planning, landscape architecture, industrial hygiene and nuclear physics. Also, considerable use is made of nationally known civilian consultants for specific environmental problems.

In summary, the Department of Defense has responded vigorously to the requirements of the National Environmental Policy Act of 1969. Fortunately, we have been taking actions in the environmental quality area for a number of years. Our major tasks in response to the National Environmental Policy Act were to re-orient these efforts to specific requirements and to intensify our concern for the environment. We would like to re-emphasize that the Department of Defense is vitally concerned about the effects of our actions on the quality of the environment wherever we are located. We believe that our actions will demonstrate that concern.

COMMENDED FOR HUMAN RELATIONS WORK—U.S. Army Colonel Robert D. Marsh (center), Mannheim, Federal Republic of Germany, Military Community Leader, presents a Certificate of Appreciation to Mrs. Hettie Calloway for her work in the field of human relations in the Mannheim area. Specialist Five Jerome Harding, Mannheim area race relations coordinator, observes.

(Photo By Specialist James Gallahue)

Navy's New F-14 Fighter Completes First Flight

Secretary of the Navy John H. Chafee has announced that the Navy's newest aircraft, the carrier-based F-14 air superiority fighter, successfully completed its first flight Dec. 21 at Grumman Aerospace's Calverton Air Facility on Long Island, N.Y.

First flight of the multi-purpose, swept-wing fighter came well over a month ahead of schedule, and just 23 months after the signing of the engineering development contract in January 1969.

The F-14 is a two-place aircraft with tandem seating and is equipped with Pratt and Whitney TF30-P-412 after-

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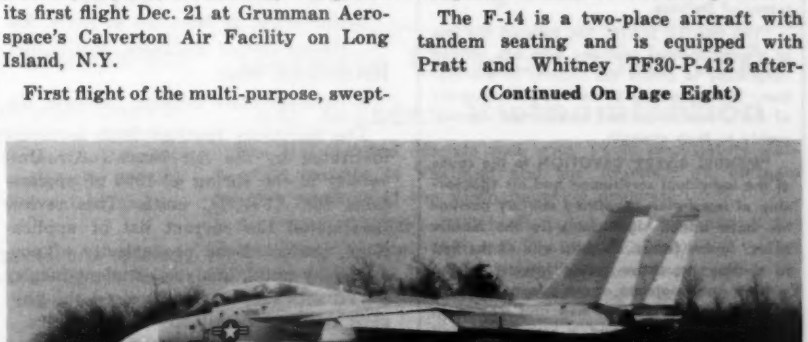
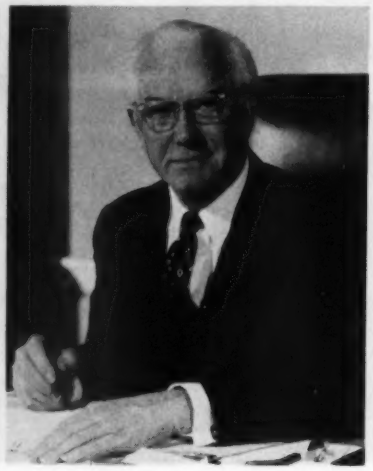


Navy's F-14 Air Superiority Fighter

IN MEMORIAM



REPRESENTATIVE RIVERS

On the death of Representative L. Mendel Rivers, D-S.C., Chairman of the House Armed Services Committee, Dec. 28, Secretary of Defense Melvin R. Laird issued the following statement:

"I AM SHOCKED and grieved to hear of the untimely passing of Congressman L. Mendel Rivers. I had developed the utmost respect and admiration for him as a colleague during my years in the Congress. His wisdom and experience have continued to be a source of strength to me during my tenure as Secretary of Defense.

"THE UNITED STATES has suffered the loss of a great patriot and one who has worked ceaselessly to assure the security of this Nation. His consuming interest in the adequacy of our armed forces has contributed immeasurably to their strength.

"MENDEL RIVERS' DEVOTION to the cause of the individual serviceman and his sponsorship of legislation benefiting military personnel have added significantly to the morale of our armed forces. He was one of the first to display an active public interest in the welfare and treatment of our prisoners of war in Southeast Asia. Our men and women in uniform have never had a more dedicated champion.

"I WISH TO EXPRESS my heartfelt sympathy and condolence to Mrs. Rivers and her family. I know that I speak for all members of the Department of Defense in mourning the deep loss which all of us have suffered."

Additional Colleges Selected For Air Force ROTC Program

The Air Force has announced the selection of 13 colleges and universities to host new Air Force Reserve Officers Training Corps (AFROTC) detachments, and its intention to upgrade two existing AFROTC operating locations to full detachment status.

The new units are being established by invitation of the host colleges and universities concerned. All actions are expected to be taken during the 1971-72 school year.

Schools selected to host the new units, pending formal agreement, include:

—Angelo State University, San Angelo, Tex.

—Arkansas A & M College, College Heights, Ark.

—College of Santa Fe, Santa Fe, N.M.

—Mississippi Valley State College, Itta Bena, Miss.

—Newberry College, Newberry, S.C.

—Norwich University, Northfield, Vt.

—Parsons College, Fairfield, Iowa

—Southern Utah State College, Cedar City, Utah

—Sul Ross State University, Alpine, Tex.

—Troy State University, Troy, Ala.

—University of Missouri at Rolla, Mo.

—University of Southern Mississippi, Hattiesburg, Miss.

—Valdosta State College, Valdosta, Ga.

The selections resulted from a review instituted by the Air Force's Air University in the spring of 1970 of applications for AFROTC units. This review revalidated the current list of applications, projected the productivity of possible new units, analyzed student-faculty ROTC attitudes and determined the physical facilities available to new units.

Schools named to have their AFROTC units upgraded from operating locations to full detachment status include:

—Southern Illinois University, Edwardsville, Ill.

—University of Puerto Rico, Mayaguez, P.R.

Officials noted that these operating locations are being upgraded because they have requested separate detachment status and, in addition, appear to be able to maintain a viable AFROTC unit on their own. In both cases a distance of over 100 miles from the parent detachment was an item of consideration.

It was pointed out that the new AFROTC actions are being taken to counteract the possibility of declining officer production due to the dis-establishment or scheduled dis-establishment of 20 AFROTC units during the last 20 months. These units were dis-established by mutual consent, failure of contract negotiations regarding operation of the AFROTC program or due to insufficient officer production.

The Air Force presently operates 168 AFROTC units in partnership with colleges and universities and has programmed 4,500 officers annually from this source.

Navy's New F-14 Fighter Completes First Flight

(Continued From Page Seven)

burning turbofan engines.

Grumman's Chief Test Pilot Robert Smyth and Project Pilot William Miller lifted the twin-jet supersonic fighter off the runway at 4:18 p.m., climbed to 1,500 feet, and circled the field twice. Four simulated SPARROW missiles were carried on the plane during the flight.

The F-14, weighing 51,000 pounds, landed at 4:28 p.m., completing its 10-minute first flight. Approach to landing was at 135 knots, with touchdown at 120 knots, which is slower than that of current carrier-based aircraft operating with the Fleet.

Secretary Chafee has approved the name "Tomcat" for the F-14, continuing the long tradition of naming Navy fighters built by Grumman after members of the cat family.

The F-14 will now undergo two years of research and detailed testing prior to Fleet introduction scheduled for early 1973.

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